

**WELLAND SUB-REGIONAL STRATEGIC
PARTNERSHIP**

BUSINESS PLAN

April 2004 – March 2007

December 2003

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1 – STRATEGIC CONTEXT

Review Of Progress

- 1.1 The Welland SSP became operational in October 2002 and the subsequent six months saw substantial progress made in relation to baseline studies, capacity building work and preparing an economic strategy. The current year has been centered round the implementation of our current Business Plan and the key achievements have been :-
- (i) Submission of a Business Plan for April 2003- March 2006 in January 2003 with approval by emda in April 2003
 - (ii) Completion of a fully staffed Secretariat based at Market Harborough.
 - (iii) Putting in place all monitoring and accounting procedures envisaged in the Business Plan and ensuring their compatibility with emda's Portfolio Director system. All relevant staff have been trained in the operation of Portfolio Director.
 - (iv) Full involvement of our partners in preparing the "rolled-forward" Business Plan for 2004-7.
 - (v) Substantial progress in implementing the Business Plan proposals for 2003-4. The bulk of the programmes and projects in the current Business Plan were given early approval to allow partners the maximum time to develop them this year. Members of the Secretariat have consistently provided strong support to lead partners of projects.
 - (vi) The full integration of the SSP with the five Welland Local Strategic Partnerships in line with the partnership structure agreed last year.
 - (vii) The holding of a Launch Event in June 2003, together with a number of Discussion Days for partners to identify broad issues for the SSP.
 - (viii) Progress in publicising the work of the Partnership through both publications and the SSP website.
- 1.2 As a relatively new partnership grouping we are conscious of the need to develop baseline appraisals and data for an area not previously recognised for statistical purposes, and to ensure that our partners are engaged in strategy and project development. Both are complicated by the fact that the SSP covers parts of four counties. While other SSPs often have to deal with a single Rural Community Council, Learning and Skills Council or Business Link, we have to co-ordinate the work of two or three. However the positive response we have received has been gratifying and the enthusiastic support for the Welland concept of a rural/market town SSP has been remarkable. Inevitably, however it will take time for these relationships to consolidate, although the effective manner in which we

have been able to quickly develop and implement a coherent programme indicates that this process is well underway.

- 1.3 We have added to the baseline studies completed last year (Welland Economic Assessment ; Tourism Strategy and Action Plan) by completing a Business Skills and Training Database (in conjunction with our partners in the Learning and Skills Councils) and a Capacity Study for the voluntary sector; published as “Welland SSP and the Voluntary and Community Sector – working in partnership”. We are planning to extend our baseline research to cover rural transport provision, commuting patterns/labour force retention and visitor studies.
- 1.4 We have placed a high priority on engaging our partners in the preparation of our Economic Strategy and in developing projects for the period of the Business Plan. The Economic Strategy was agreed last year but it is intended to review this early in 2004. The reviewed Economic Strategy will then form the basis of our roll-forward of the Business Plan in the Summer of 2004. The difficulties of co-ordinating the work of organisations covering four counties mentioned above led to a major effort to bring our partners together. The Consultative Groups are the key link between the SSP and the Welland LSPs and they have proved very effective recently in bringing forward ideas for programmes and projects and subsequently working these up for inclusion in the Business Plan.
- 1.5 Specific arrangements have been made to engage partners as follows :-
 - (a) A separate **Learning and Skills Working Party** has been created. A single representative of the three Learning and Skills Councils is included in the permanent Working Party but representatives of all three LSCs have been invited to key meetings where priorities for projects have been discussed.
 - (b) **Voluntary and Community sector** involvement has been co-ordinated by our Voluntary Sector Board member. Representatives from across the Welland are involved in the Voluntary and Community Consultative Group. A small steering group was set up last year to manage the “Voluntary Sector Connections” capacity building project.
 - (c) The engagement of the three **Rural Community Councils** which cover the Welland area is crucial to our approach to support for rural services and rural regeneration. All are represented on the Voluntary and Community Consultative Group and they are jointly involved in managing the Community Catalyst Fund. Several projects included in this Business Plan will extend the potential for joint working.
 - (d) **Business support** throughout the Welland area is co-ordinated by Business Link Lincolnshire and Rutland (which also covers Leicestershire) and Northamptonshire Business Link working together. The Business Plans of the Business Link organisations which cover the Welland area emphasise the development of a cost-effective business support service for small businesses and start-ups. Customer Relationship Management is a key aspect of their

work. The SSP can add value to this approach by extending the current emphasis on advisory services to innovative business development packages including the targeting of businesses with growth aspirations, and provision of integrated support packages. Provision of grant support to encourage improvements in productivity, profitability, e-commerce and the skills base would be particularly beneficial. The Welland Development Fund and the Welland Business Development Pilot projects under the Enterprise and Innovation theme are jointly led by both Business Links. The role of the Business Link organisations is currently under review at the regional level and Business Link Lincolnshire and Rutland has worked closely with the SSP Secretariat to prepare a strategic view for business support which emphasizes the role of Business Links as brokers rather than deliverers of the service. This role is reflected in the proposed Welland Micro-Business project.

- (e) The **Tourism Officers** in the five Welland Local Authorities have worked together to develop a strategy for marketing and business support. They have also included private sector tourism interests in this work, including the Hidden England Consortium which co-ordinates the marketing of five stately homes in the Welland region. The effectiveness of joint working in this area is demonstrated by the Quality Tourism for All and Welland Tourism Marketing projects in the current programme. The Tourism Marketing proposals contained in this Plan incorporate the marketing work of both the Welland Tourism Officers and the Hidden England Consortium.

Sub-Regional Strategic Priorities and Issues

- 1.6 The Welland SSP Economic Strategy sets out our strategic priorities for the period 2002-7. Appendix 1 lists these priorities by Theme and summarises how they relate to the Regional Economic Strategy framework. Appendix 2 shows how our priorities will contribute to Tier 2 outcome targets. The Economic Strategy also sets out the broad aims for the Strategy as follows :-

- Stimulating the creation of high value jobs in the area to give a more balanced employment base and to assist emda in moving the region away from its current image of a “low skills, low productivity, low earnings” economy.
- Raising skills levels so that a wider range of people can take advantage of these jobs.
- Addressing rural deprivation by encouraging business diversification.
- Addressing the problem of rural isolation via innovative ICT programmes.
- Investing in sustainable communities, both villages and market towns.
- Providing support and advice services for rural businesses, including the farming community
- Considering innovative branding and co-operative marketing approaches for tourism, local food products, etc.
- Developing the capacity and resources of voluntary and community organisations within the Welland area.

The box below sets out the major opportunities and threats to be addressed in the sub-region.

- 1.7 The creation of a fully-staffed Secretariat and the formation of the Consultative Groups and the Skills and Training Working Party have enabled the SSP to take a more positive and leading role this year, compared to the essentially “reactive” approach of 2002. We have been able to take a more strategic approach to emda’s key themes and develop broader programmes for inclusion in the Business Plan. The Consultative Groups and our partners generally have taken a more active role in developing these, with the guidance of both the SSP Board and the Secretariat. Our approach this year has been altogether more collaborative and we are moving more effectively towards a rolling programme of projects and expenditure.

<p>Opportunities</p> <ul style="list-style-type: none">• Proximity of the Welland area to some high tech clusters e.g. in the Cambridge area.• Leading role played by the Welland Partnership in e-government.• Untapped tourism potential.• A strong food manufacturing sector – with opportunities for joint marketing and branding.• Well developed partnership working in many parts of the Welland.• SRB programmes dealing with rural training, rural transport information and rural crime prevention.• Strong Welland representation in first batch of Market Town Health Checks• Established system of community portals as Welland On-line• Leader Plus project covering Rockingham Forest area
<p>Threats</p> <ul style="list-style-type: none">• Decline in manufacturing output and employment.• Sharp decline in agricultural incomes.• Reliance of many residents on jobs outside the area; with a potentially unbalanced labour market.• Future CAP changes are likely to exacerbate problems for the farming community• Low levels of unemployment and changes to the labour market leave the area susceptible to skills shortages in the future.• Problems of accessibility with low levels of public transport availability and usage affecting access to services, especially in the remoter rural areas.• Competition from urban neighbours in terms of shopping and leisure activities.• High house prices in some parts of the Welland sub-region.• Difficulties of providing adequate IT coverage in rural areas, including Broadband.

1.8 We are confident that the Welland SSP can make a significant contribution to emda's Tier 3 targets, but inevitably our contribution will increase in effectiveness in future years, especially as financial resources become more significant. In 2003-4 our major contribution is follows :-

- (i) Initiating a co-ordinated approach to Tourism, including grant support.
- (ii) Developing learning and skills projects for hard to reach groups, the farming sector and the voluntary sector.
- (iii) Putting in place Welland-wide support and funding mechanisms for business, including the farming and rural sector.
- (iv) Funding key projects arising from Town Centre healthchecks.
- (v) Developing our approach to social inclusion issues and the role of the voluntary sector, including young people and the disabled.
- (vi) Providing capital grant support to develop renewable energy projects.

This Business Plan takes most of these priorities forward but extends our coverage to :-

- (i) Building a Welland Business Network with specific emphasis on resource efficiency
- (ii) Developing Food and Drink initiatives.
- (iii) Developing an approach to social enterprise support.
- (iv) Supporting training initiatives for women and the food sector.
- (v) Providing specific support for vocational training.

1.9 We have designated the Welland SSP as a Rural Action Zone for Rural Diversification, with a strong emphasis on Farming and Food. Our main emphasis for 2003-4 is based on the following projects and programmes :-

Redundant Rural Buildings Grant
Farmers Business Development Service
Farming Skills IT Training
Renewable Energy Programme

This Business Plan continues this range of projects and adds support for Food and Drink initiatives and training for the Food Sector.

The SSP Secretariat will oversee progress in the Rural Action Zone theme and ensure that a co-ordinated approach is adopted. As part of this theme we will seek to realise the economic gains of the high quality environment which is typical of the Welland area. We will also work closely with other schemes aimed at helping farmers to adapt to changing markets and develop new business opportunities such as the Rural Enterprise Scheme and the Agricultural Business Desk. We will also seek to follow the recommendations of the Regional Delivery Plan for Sustainable Farming and Food in delivering projects related to our theme.

- 1.10 In Years 2 and 3 we envisage a stronger emphasis on developing workforce/business skills, funding innovation and rural resource centres, developing new tourism destinations and a co-ordinated approach to rural services support and rural transport. We will also continue to consider how we can make a full contribution to new job creation and the safeguarding of existing jobs; related to our aim of encouraging the development of higher value added industry in the Welland sub-region.

Cross-cutting Themes and Other Key Activities

(i) Sustainable Development

- 1.11 Issues of sustainability will be addressed as part of our economic strategy and our consideration of programmes and projects. In particular we will assess our strategy and each project recommended for inclusion in the Business Plan against the principles set out in the Regional Assembly's Sustainability Checklist. Although the SSP is business-driven and centered on economic performance we see the natural and social environment as a positive element in our strategy and we will consider these as core issues where economic and social gains can be realised.
- 1.12 We recognise the important part an attractive environment plays in encouraging tourism and small-scale business development in the Welland area and will ensure that this is not compromised. There are a number of significant initiatives already underway in Welland aimed at making the best use of natural resources, including renewable energy. These include the Leader Plus project in Rockingham Forest and the Wood Fuels project of Rural Energy Ltd. The proposed Welland Business Network project will include consideration of energy efficient measures and the reduction of waste to landfill sites. In developing our proposals for tourism and rural transport we will also place a premium on sustainable solutions.
- 1.13 We note the importance attached to business resource efficiency and support for renewable energy included in the "Economic Growth and Environment" theme of emda's Regional Economic Strategy. Rural Energy Ltd have already successfully piloted a wood fuels initiative in the Leicestershire/Welland area and are seeking to develop this further and they are leading our current Renewable Energy Programme. We have allocated further funding against this programme in 2004-5 and have allowed for a business resource efficiency project within our "Welland Networking" proposal.

(ii) ICT

- 1.14 ICT is a key element in our overall approach to rural regeneration. Public access to ICT in rural areas has the potential to be an important element in overcoming rural isolation. We will consider how we can use ICT across all the major themes to assist in improving the delivery of learning, business networking and trading in a rural/market town context.

- 1.15 The use of ICT has already figured strongly in the approach of the Welland Partnership to rural problems. It has been used extensively in the SRB Rural Training Programme (for outreach facilities to villages, training for farmers, etc) and in successfully delivering on-line rural transport information. Rutland On-line has been appointed to manage the Broadband Co-ordination role until March 2005. A Broadband Delivery Plan was published in November 2002 and included an audit of broadband infrastructure, identified gaps in provision, potential technological solutions to fill those gaps and a strategy to show how demand could be increased. Rutland On-line is currently involved in delivering our Broadband Capital Fund, Broadband Channel 5 and Welland Business Directory projects. They have also completed a feasibility study for a Welland Innovation Centre.
- 1.16 In the period of the Business Plan we will continue to address the problem of filling the gaps in Broadband coverage in the sub-region. However the recent policy of BT to enable many local exchanges has reduced the need for SSP intervention in the process. We will also investigate ways of bringing Broadband services to rural communities not currently able to access them. Where broadband services are already available we will investigate ways of encouraging business users and others to make use of the services available. The current Broadband Channel 5 project is piloting an approach to this issue in the Harborough area.
- 1.17 The Business Skills and Training Survey (June 2003) carried out by Marketing Innovation Ltd provided the opportunity of investigating the extent of ICT usage in the business community within the Welland area. The survey of 1200 local firms included questions covering various aspects of ICT usage. The results were as follows :-

Percentage of companies planning to introduce new ICT hardware/software	25%
Percentage of firms where all staff have access to the Internet at work	31%
Percentage of firms with a website	59%
Trading on-line – percentage of firms buying on-line	28%
- percentage of firms selling on-line	15%
Percentage of companies using Broadband	11%
Percentage of companies without Broadband who intend to install Broadband	24%

The current Welland Business Directory project will enable us to expand and refine this database.

(iii) Tourism

- 1.18 Tourism is an area where the SSP has the potential to make a major impact over the three years of the Business Plan. The Welland Partnership Local Authorities have worked together to produce proposals for tourism development, with the support of private sector operators. Two studies were completed as part of our initial capacity building work in 2002, relating to an integrated tourism strategy and the potential for developing a strong brand in the Welland area.
- 1.19 A joint Welland Tourism Team has been formed and is currently managing two projects. “Quality Tourism for All” is a project based on grant support for tourism businesses intended to support them in taking full advantage of ICT, marketing and training. It will also provide funding support to improve the quality and stock of tourism accommodation and give support for the development of tourism attractions. The Team is also running a joint Tourism Marketing programme. In developing our tourism proposals we will place a strong emphasis on managing them to ensure that they have no adverse effect on environmental and social issue
- 1.20 Emda has recently asked all SSPs to consider whether it is appropriate to support sub-regional based Destination Management Partnerships (DMPs). This follows similar recommendations in the East Midlands Tourism Strategy 2003-2010 “Destination East Midlands”. The issue is a particularly significant one for the Welland as much of the SSP area overlaps with Counties where existing DMPs operate. Discussions have already been held with these county-based organisations to establish whether existing Destination Management Systems can be extended to cover the Welland area. Our partners have consistently identified tourism as a priority for the Welland area and the Welland Local Authorities have been jointly involved in marketing the Welland area as summarised above. The Welland SSP will fully support the Regional Tourism Strategy and will work with regional organisations to achieve its objectives.
- 1.21 We believe that there is potential for private sector support of a marketing organisation in the Welland area and would wish to investigate the scope for setting this up via links with an existing DMP. Local Authorities would naturally be involved in any organization but are unlikely to have the resources to lead one. Limited resources would probably dictate that a Welland marketing organisation would operate on a restricted scale initially, building on the joint marketing work undertaken by the Local Authorities and combining this with private sector initiatives. The “Tourism Marketing” project set out on page 23 combines the work of the Welland Tourism Group and the Hidden England Consortium and could form a starting point.

(iv) Inward Investment

- 1.22 It is not expected that the Welland Partnership will take a leading role in dealing with inward investment (i.e. investment by firms from abroad or elsewhere in the UK locating to the sub-region). The resources available to us will not permit a major effort in this area, given the other priorities set out for the Partnership. We

have, however, reviewed the role we can play and how this relates to emda's objectives and the approach of the County-based SSPs. We are particularly concerned that Rutland, which is unable to access funds from other SSPs, benefits from an inward investment role, especially in encouraging inward investment in accordance with the Welland objectives.

1.23 The SSP Board has approved a limited inward investment role in the Welland, which could be seen as supplementing the work of the County-based SSPs or as a preliminary approach, pending the availability of more resources. Three specific activities will be undertaken by the SSP Secretariat as follows :-

1. To liaise with the Inward Investment Managers at emda as to enquiries received for sites and premises in the Welland area. Emda currently supplies details to a number of Welland district councils who deal with them directly. The Secretariat would be prepared to deal with such enquiries for Rutland, and any other Local Authority specifically requesting that they do so, provided that a list of available sites and premises is prepared and regularly updated by the Council involved.

2. To undertake "aftercare" visits to any firms relocating to the Welland area and any local firms undertaking substantial expansion, at the request of individual Local Authorities. These visits would ensure that the firms were aware of the local services/support available and were briefed as to the role of the SSP and economic development issues generally.

3. To co-ordinate key information on available sites and buildings which would be attractive to high-tech industry. The District Council would have to provide initial details and regularly update these. The SSP would prepare a marketing document for use by all those dealing with enquiries (including emda).

1.24 Many of the activities of the SSP will, of course, contribute to making the area more attractive for inward investment. Projects relating to Broadband provision, improving workforce skills and provision of business support will all contribute to this aim. Current studies for a Welland Innovation Centre are also relevant. Both the Economic Strategy and the Business Plan emphasise the importance of attracting and nurturing a more diversified economic structure, including higher-value industries.

(iv) Economic Inclusion

1.25 Although the Welland area does not figure prominently in national assessments of deprivation there is considerable evidence of localised pockets of need. We see the voluntary and community sector as key partners in addressing issues of social inclusion. There is a need to develop the capacity and resources of the voluntary and community sector to enable more comprehensive support for people in difficulty and the disadvantaged.

1.26 The “Voluntary Sector Connections” project in 2002-3 considered the development of the voluntary sector’s capacity to engage the wider community in steering the work of the strategic partnership and to open and maintain lines of communication with communities. It considered how community involvement and economic inclusion can be achieved in the context of the Welland sub-region and will assist in moving towards a Community Involvement Strategy for the Welland. Several current projects are making a significant contribution to the issue of economic inclusion including :-

- (a) **Disability Inclusion Project** – developing a strategy to ensure that the disabled become economically active in the Welland economy and contribute to the activities of the Welland SSP
- (b) **Community Catalyst Fund** – small grants for community projects.
- (c) **Shop Around** – a pilot scheme to provide enhanced support for sustainable rural services.

Proposals for one-stop shops and access centres, such as the Wycliffe House project, are also relevant in this context, as well as training programmes for volunteers, such as our TASK project. We will ensure that appropriate local needs analyses are undertaken for proposals for access centres. The safeguarding of essential rural services will be a key issue for the Welland area and the Shop Around pilot study will be used to establish an approach which will seek to achieve this aim.

1.27 The Community Catalyst Fund is a substantial resource for smaller community groups. Economic inclusion is a central aim of this Fund which corresponds closely to the aims of the “Enterprising Communities” theme of emda’s Regional Economic Strategy. It provides an impetus for community led regeneration and a source of community financial support. We are expecting a wide range of initiatives to be funded including social enterprise schemes, community safety and small rural transport schemes. Although currently restricted to capital funding we will widen the scope of the Fund to include revenue funding in 2004-5.

1.28 The proposed Social Capital Development project contained in this Business Plan will enable further progress to be made with social inclusion issues. It will link the existing social capital in rural communities to economic development through the encouragement of social enterprise, sharing community, business and IT facilities, learning and skills development and promoting voluntary activity. It will also encourage voluntary and community organisations to achieve sustainability through income generation, resource sharing and social enterprise

(v) **Skills and Training**

1.29 The SSP remains committed to an approach for skills and training which meets personal and business development needs of rural SMEs and their employees. Our consultative groups have identified key issues within the food, construction and allied trades sectors and our projects are expected to provide models of innovative practice in addressing these needs which can be developed across the Welland

area. Identifying and providing appropriate training in the workplace at times which suit the requirements of the employer/workforce is seen as a key element and we will continue to support colleges and other providers to build their capacity to respond effectively in meeting these requirements. We will work with our partners to encourage skills and training activity which can link into market town initiatives, tourism, food and drink initiatives, the potential usage of redundant buildings etc., to provide a comprehensive and integrated approach across other SSP activity. Our projects will complement activity elsewhere such as the Leicestershire LSC's "Skills at Work" and the EMRAF Delivery Plan for Sustainable Farming and Food.

- 1.30 Continued demands for increased skills within the land based sector to support diversification have been identified as a key area. Our aim will be to support activity which encourages the use of training needs assessments and provides practical skills training for those who have had little engagement in the skills agenda. This will combine well with other delivery of dedicated ICT training for the farming community. We have placed a high priority on supporting women into enterprise and to examine and develop the appropriate confidence building, training, support networks, incubation units needed. Work in this area is seen as key to unlocking the potential of rural women, in further developing their contribution to the rural economy and in overcoming the traditional barriers to take up of employment. Support continues for the development of skills within the voluntary sector from 2003-4 and further strengthening to support social inclusion and enterprise.
- 1.31 The development of higher-level skills will be important if we are to achieve our objective of a more balanced employment base and the stimulation of higher value jobs in the area. We also recognise the importance of the demand side emphasis set out in the FRESA. We have already provided for initial projects related to workforce training in 2003-4 and this will continue into 2004-5. The focus will be on SMEs, especially small rural businesses and we will develop the learning clusters approach piloted in our SRB Rural Training programme. Our Women into Enterprise project is also relevant to developing management and other higher level skills and a number of the projects in the Business Plan also allow for the development of such skills in an industry-specific context, such as the food sector, farming, and tourism.

2 – PARTNERSHIP ARRANGEMENTS

SSP Organisation

- 2.1 The Structure of the SSP is set out in the Diagram in Appendix 4. The foundation to the structure are the Local Strategic Partnerships (LSPs) for the five Districts of the Welland. A distinctive feature of the SSP is that needs and priorities are identified at the community level through existing bodies and groups, thus tapping in to strong existing relationships, structures and goodwill. Each of the five Consultative Groups is made up of two representatives from each of the five LSPs.
- 2.2 The establishment of the Consultative Groups this year has been a major achievement; although the first meetings were later than intended due to the varying stages reached by local LSPs which delayed the appointment of some representatives. With a core membership of 10 in each Group they have proved particularly effective in identifying priorities and developing proposals. When each Group reached the stage of selecting which programmes and projects they would recommend be taken forward into the Business Plan we extended the membership temporarily to ensure that these decisions had the widest partner support (see Appendix 3). The Consultative Groups will revert to their core membership for future meetings and are expected to take a leading role early in 2004 in assisting in updating the Economic Strategy. The need to use such groups flexibly has always been emphasised by our business partners, with working groups set up for a specific purpose, given a limited life and quickly providing a positive solution to a problem.
- 2.3 We now have a well-balanced SSP Board in place with representation of all the key sectors relevant to the Welland economy as follows :-
- 3 from the Business sector
 - 3 from Local Government
 - 1 from the Voluntary and Community sector
 - 3 from Business Organisations (the third sector) – Learning and Skills Council, NFU and Business Link
- 2.4 The main functions of the Board are to :-
1. determine the strategy proposed by the Consultative Groups and agree priorities for the overall SSP programme in liaison with EMDA.
 2. have the prime responsibility for the management and allocation of all delegated funds from EMDA and other sources.
 3. receive reports from the Chief Executive, the Director of Operations and the Chairmen of the Consultative Groups.
 4. be responsible for financial probity and the efficiency of the Partnership as a whole.
 5. oversee the activities of the Accountable Body, including the audit process.

6. set up working groups as appropriate to consider specific issues; and to receive their recommendations for projects and their delivery.
7. be responsible for all performance monitoring, including the monitoring of project delivery

The Board will also be required to report to the Annual Partnership Forum.

- 2.5 The five Local Authorities have agreed representation by three members, which will be regularly refreshed from the other Districts. The Learning and Skills Council representative has been confirmed as a Board member by the Chairmen of the 3 Learning and Skills Councils which cover the Welland area. We have taken the view that such representation is critical as a result of the emphasis we have given to skills and training in our priorities. The Voluntary and Community Sector representative was nominated by a broad voluntary sector forum. An emda representative will be invited to attend Board meetings as an observer. The Board has also agreed that representatives of GOEM and the Countryside Agency may attend occasional meetings on an observer basis. A Partnership Concordat has been agreed with emda which defines the relationship between emda and the SSP and provides a framework to promote further partnership working.
- 2.6 The membership of the SSP is set out at Appendix 3. There is a separate listing of those attending specific Consultative Groups and other organisations/members committed to the Partnership. The Consultative Groups proved a very effective way of ensuring that a co-ordinated approach was adopted and that our programme for 2004-5 and beyond had wide partner support. The Consultative Groups made recommendations to the Board so that a specific programme could be agreed for the Business Plan. As explained above it is expected that the Consultative Groups will take a key role in identifying issues and developing strategy in the future.
- 2.7 In drawing up its programme for allocating Single Programme resources in 2004-5 and beyond the SSP used the following sequence :-
 - (i) Meetings of Discussion Groups and early contact with LSPs to agree some basic priorities.
 - (ii) Initial meetings of Consultative Groups to establish outline ideas for programmes and projects .
 - (iii) Partners worked up programmes and projects with the assistance of the Secretariat. Where possible this led to the submission of Expressions of Interest, and partners generally were encouraged to submit Expressions of Interest for any projects they considered appropriate.
 - (iv) Consideration of programmes and projects by the Consultative Groups, who were invited to give a priority rating to them to guide the Board in its consideration of the rolled-forward Business Plan.
 - (v) The Board considered the recommendations of the Consultative Groups and agreed a detailed programme for 2004-5 and outline programmes for subsequent years.

- 2.8 We consider that this process has worked well in producing a rolled forward Business Plan and has gained widespread support from our partners. The main difficulty encountered was in a rather shortened timetable which resulted from the varying stages reached by the LSPs. As all five LSPs have now either produced their Community Strategies or are well on the way to doing so, we would expect to start the whole process of Business Plan review somewhat earlier next year to allow a fuller approach to partner involvement. However we will remain open to re-consideration of the way we involve our partners and would expect the Consultative Groups to address this issue in future meetings.

Accountable Body Arrangements

- 2.9 The South Kesteven District Council (SKDC) is the ‘Accountable Body’ – and the legal entity nominated on behalf of the Welland Sub Regional Strategic Partnership (SSP) in taking responsibility for the receipt and use of SSP funds. SKDC has had previous experience in managing Single Regeneration Budget (SRB) and Estate Action funding. The Council has delegated responsibility for the financial affairs of the SSP to a senior member of the Accountancy Services section. This officer liaises closely with the Director of Operations and the Programme Manager.
- 2.10 The Council uses its own Standing Orders and Financial Regulations to ensure propriety and regularity of all payments and handling of SSP funds. It also uses its own financial systems to establish effective appraisal and project monitoring. It has set up individual cost centres for projects to allow monitoring all financial transactions. The Council makes grant payment to the delivering body responsible for the project. Payment of grant is dependant upon compliance of grant conditions and on satisfactory progress being made in achieving the results set out in the funding agreement letter. The Director of Operations assesses the progress of projects and if not satisfactory, the Accountable Body may reduce, suspend or withhold the grant payment.
- 2.11 Claims are submitted in accordance with the guidelines issued by EMDA. Financial monitoring reports are issued to the SSP board and the Director of Operations as required. The “Accountable Body’s” external audit is carried out by the District Audit service. Any Welland SSP audit will be part of the annual accounts audit of South Kesteven District Council.

Appraisal and Monitoring Systems

- 2.12 All members of the Secretariat have specific responsibility for individual themes of emda’s Regional Economic Strategy. Part of this role is to monitor and evaluate individual projects within their particular theme. The Programme Manager will co-ordinate all bidding for Single Programme funds, arrange for the appraisal of projects and ensure that appropriate procedures are in place for these activities. These responsibilities are reflected in the job descriptions for the posts. All members of the Secretariat have received SPAG training for Single Programme appraisals. We will seek to apply the East Midlands Regional

Assembly's sustainability appraisal checklist in our monitoring and evaluation procedures. The SSP will be using emda's Portfolio Director system as a central element in the monitoring of projects and the systems infrastructure for this is now in place at our Market Harborough office.

Capacity and Capability of Partners to Develop and Deliver Projects

- 2.13 We will continue to pay particular attention to the capacity and capability of our partners to develop and deliver projects. We regard our current Business Plan programme as an effective one and we are confident that we can deliver it, including specified outputs. However we are still addressing the inherent problems of a cross-border partnership which relies heavily on co-operation between many of our partners. Capacity building in the voluntary sector will continue to be a key issue. The specialist appointments to the Secretariat are critical for building on the promising start we have made. The degree of support and commitment we have received from Learning and Skills Councils, Colleges, Rural Community Councils, Tourism groups and operators, business groups and the voluntary sector has been very welcome.
- 2.14 Where cross-boundary groups have been involved in a project we have had no difficulty in identifying lead partners. Nevertheless, the majority of projects will need to be carefully handled to ensure that they do deliver on time and that problems are dealt with at an early stage. While the Local Strategic Partnerships will be important in providing a community-based structure to initiatives and priorities, it is the Consultative Groups who will ensure that a Welland-wide approach is maintained. These Groups, together with relevant members of the Secretariat, will play a key role in ensuring that partners do have the capacity and capability to develop and deliver projects.

Engagement with Local Strategic Partnerships and the Private Sector

- 2.15 Local Strategic Partnerships (LSPs) are totally integrated into the Welland SSP decision-making structure. They are a key part of our aim to achieve broad ownership of the priorities and activities of the SSP, both by geography and by sector. Whilst each LSP will have its own structure to reflect local conditions, there will be a consistent approach to the relationship with the SSP. The five LSPs will, naturally, communicate through the strong linkages in place. Most Board members are likely to have leading roles within the LSP framework.
- 2.16 All LSPs will contain representatives from the four sectors we have identified as components of the SSP. However the LSPs are distinctive in that they have a wider brief than SSPs and are not specifically required to be business-led. Nevertheless it is expected that each LSP will have an "economic" arm which should be strongly business-biased (for example, South Kesteven has an Economy/Enterprise Implementation Group). The nominating of members from the LSP to the Consultative Groups of the SSP will facilitate strong two-way communication and co-ordination.

- 2.17 It will be appreciated from the partnership structure set out at para. 2.1 that the LSPs have been closely integrated into the work of the SSP. We place a high value on the involvement of our local communities in decision making and a “bottom-up” approach to identifying issues. The Consultative Group meetings involved many organisations which will play a part in LSPs and enabled us to start the process of integration. A Discussion Day for LSP representatives involved in the SSP proved very successful and we plan to repeat this in future.
- 2.18 It is intended that the relationship between the LSPs and the SSP will be further consolidated in future years. Individual members of the Secretariat have responsibility for convening Consultative Group meetings and liaising with them. Secretariat members have also been assigned to liaise directly with LSPs and regularly attend the general LSP meetings and working groups. The Community Development Officers who facilitate the work of the LSPs have formed a Welland Community Development Officers Group to co-ordinate this work and an SSP representative also reports to this Group.
- 2.19 We recognise the importance of involving the private sector fully in our work and that the impetus of private sector support we have obtained needs to be maintained. Within the Secretariat the Business Development Manager has a specific brief to liaise with the business community throughout the Welland area and to ensure that they are kept well informed regarding the Welland SSP and they are involved in projects, working parties, etc as appropriate. The Manager attends meetings of business groups and Chambers of Commerce to keep them informed of progress with the Welland SSP. We also intend to arrange regular events to involve business interests in the SSP Programme. The Business Consultative Group is an important driver in ensuring that business interests throughout the Welland sub-region are fully involved in our strategy and programme.

3 – KEY DELIVERABLES

- 3.1 The Schedule of Operational Resources required by the SSP to carry out its role is set out on page 21. The Welland contribution to these costs for 2004-5 will be made up as follows :-

Welland Local Authorities	- £ 30k in-kind*
	- £116.7k cash
Lincs and Rutland Business Link	- £ 19k cash
TOTAL	- £165.7k

*Accountable body and accommodation/support costs.

- 3.2 Our programme for Year 1 (2004-5) is set out at pages 22-57 . Projects continued from 2003-4 are included in the Table on pages 22-25. New projects for 2004-5 are set out in the schedules on pages 26-57. All outputs in the schedules are net attributable outputs for the SSP. Resources required for the delivery of the programme are as follows :-:-

Driver	Total cost	Single Programme		Leverage
		Revenue	Capital	
Climate for Investment	1176k	127k	232k	817k
Enterprise and Innovation	2793k	455k	714k	1624k
Employment Learning and Skills	755k	224k	68k	463k
TOTAL	4724k	806k	1014k	2904k
Reserve projects/programmes	1070k	479k		591k

Single Programme resources required for our programme are thus £1820k, to contribute to a programme totalling about £4.7m – a leverage ratio of about 1.5:1. In addition to the projects listed in the programme we have also identified the reserve projects set out on pages 67-69.

- 3.3 **Our bid for Single Programme funding is therefore £150k for Operational Resources and £1820k for our programme – a total of £1970k.**

- 3.4 The contribution of our Year 1 Programme as a whole to emda's Tier 3 Targets is as follows (net figures) :-

Emda Tier 3 Outputs	Net Welland SSP contribution in Year One (2004-5)
1 – Jobs created or safeguarded	97
3 – Creation of learning opportunities	318
4 – New businesses created or attracted to the region	25
Supplementary 1 – Additional community facilities including access centres	10
Supplementary 3 – Businesses engaged in cluster activity	20
Supplementary 4 – Businesses supported to increase their use of ICT	200
Supplementary 6 – Number of new social enterprises	5
Supplementary 8 – Number of people over 45 receiving information and guidance	100
Supplementary 10 – Refurbished space	1194 sq m

- 3.5 Indicative programmes for Years 2 and 3 are set out on pages 57-65. Total figures for these years are as follows :-

Year	Total cost	Single Programme
2005-6	6288k	2483k
2006-7	7540k	2803k

Schedule 1: Year 1 – 3 OPERATIONAL RESOURCES

STAFFING	YEAR 1 (000s)	YEAR 2 (000s)	YEAR 3 (000s)
Executive Director	15.5		
Director of Operations	37.2		
Business Development Manager	31.0		
Skills and Training Manager	26.3		
Community Development Officer	26.3		
Programme Manager	26.3		
Secretarial/admin	14.0		
On costs (27%)	47.6		
Other staff Costs			
Accountable Body	12.5		
Publicity Contract	12.0		
TOTAL STAFF COSTS	248.7	256.9	265.9
RUNNING COSTS			
Office Rent	9.5		
Heat / Light	3.2		
Telephones / IT	5.3		
Stationery	6		
Marketing	12		
Travel	18		
Training	3		
Other costs	10		
TOTAL RUNNING COSTS	67	70	74
RESOURCE PLAN FUNDING	YEAR 1 (000s)	YEAR 2 (000s)	YEAR 3 (000s)
<i>emda</i>	150	160	165
Partners	165.7	166.9	174.9
TOTAL RESOURCE PLAN	315.7	326.9	339.9

Continuation Projects for 2004-5

These projects and programmes will be continued from the current year and many are regarded as commitments for 2004-5. Nevertheless they will be subject to re-assessment before April 2004 and a decision will be made as to whether to carry the project forward, based on the progress made on the project and the achievement of outputs and outcomes.

Project and Lead Partner	Costs	Tier 3 Outputs (gross)	Tier 3 Outputs (net) (i.e. attributable to SSP)	Other Outputs and Outcomes
Climate for Investment				
Broadband Capital Fund for Small Rural Businesses – provision of Broadband services to rural areas of the Welland Lead – SSP Secretariat	SSP - 10k (Cap) Other Private Sector – 10k Total – 20k	10 businesses increasing their use of IT	10 businesses increasing their use of IT	
Broadband Channel 5 - support and training for local firms to access Broadband Lead - Harborough District Council	SSP – 37k (Rev) HDC – 2k Wyggeston College – 5k DeMontfort Univ – 1k Private Sector – 9k Total – 54k	78 businesses increasing their use of IT	65 businesses increasing their use of IT	300 learning opportunities (non- Tier 3)
Quality Tourism for All – grant assistance to tourism businesses. Lead - Melton Borough Council on behalf of Welland Partnership Tourism Team	SSP – 72k (Cap) 30k (Rev) Private Sector – 87k Total – 189k	4 jobs 30 learning opportunities 5 businesses increasing their use of IT	4 jobs 30 learning opportunities 5 businesses increasing their use of IT	64 accommodation inspections supported

Tourism Marketing – joint marketing by the Welland Tourism Team Lead – South Kesteven District Council on behalf of the Welland Partnership Tourism Team	SSP – 50k (Rev) Welland Local Authorities – 13k Private sector – 17k Total – 80k			120 participants in seminars/training events 100 businesses engaged 30,000 increase in visitor numbers £0.4m increase in visitor spend
Employment, Learning and Skills				
Training Across South Kesteven (TASK) – training for learners and volunteers and development of access centres in South Kesteven Lead – Grantham and Stamford Volunteer Bureaux	SSP – 20k (Rev) Voluntary Sector – 5k Total – 25k	20 learning opportunities 1 new access point 15 over 45s receiving information and advice	20 learning opportunities 1 new access point 15 over 45s receiving information and advice	Additional 20 learning opportunities (non-tier 3)
Workforce Training – training for small rural businesses using approaches such as the Learning Clusters project Lead – Grantham College/Lantra	SSP – 50k(Rev) 5k (Cap) Colleges/RCCs – 45k Private sector – 16k Total – 116k	230 learning opportunities	126 learning opportunities	4 learning clusters created 12 companies engaged 30 learners receiving qualifications 90 businesses advised on skills needs
Farming Skills for the 21st Century – ICT training for farmers in the Kings Cliffe area Lead – Northants ACRE	SSP – 34k (Rev) 2k (Cap) LSC – 5k Voluntary sector – 3k Private sector – 1k Total – 45k	35 learning opportunities 15 businesses increasing their use of ICT 10 over 45s receiving information and advice	31 learning opportunities 15 businesses increasing their use of ICT 10 over 45s receiving information and advice	
Enterprise and Innovation				
Redundant Rural Buildings	SSP – 100k (Cap)	550sq m refurbished	550sq m refurbished	

Grant – grant aid for refurbishment of rural buildings Lead - SSP Secretariat	Private Sector – 300k Total – 400k			
Stamford Gateway – development of economic and tourist potential via adaptive reuse of vacant floorspace and tourist route upgrading Lead – Stamford Vision	SSP – 115k (cap) Stamford vision – 3k Lincs CC – 200k Private sector – 100k Total – 418k	10 jobs 5 businesses created	4 jobs 2 businesses created	
Thrapston Regeneration – master planning and LOTS proposal Lead – East Northants Council	SSP – 30k (cap) ENC – 10k Private sector – 20k Total – 60k	2 jobs 1 business created 185 sq m refurbished	2 jobs 1 business created 138 sq m refurbished	
Renewable Energy Programme – grant aid for installation of renewable energy systems Lead – Rural Energy Trust Ltd	SSP - 19k (cap) 25k (rev) Other public sector – 88k Private Sector – 173k Total - 305k	5 jobs 5 businesses created 50 learning opportunities 10 businesses increasing their use of IT	2 jobs 2 businesses created 18 learning opportunities 4 businesses increasing their use of IT	5 new wood fuel installations
Welland Food and Drink Initiative – development of a marketing organization to create a distinctive Welland identity for locally produced food and drink goods Lead – University College Northampton	SSP – 50k (cap) 12k (rev) UCN – 3k Other public – 12k Private sector – 51k Total – 128k	25 jobs 25 businesses engaged in cluster activity 19 businesses increasing their use of IT	20 jobs 20 businesses engaged in cluster activity 15 businesses increasing their use of IT	
Community Catalyst Fund – small grants for community	SSP – 30k (Cap) 30k (rev)	5 jobs 3 community facilities	5 jobs 3 community facilities	

<p>projects Lead - Community Council of Lincolnshire on behalf of Rural Community Councils/Voluntary Sector</p>	<p>Voluntary/private sector – 60k Total - 120k</p>	<p>3 new social enterprises</p>	<p>3 new social enterprises</p>	
<p>Wycliffe House Project – development of one-stop centre including IT access, tourism information and market town projects Lead – Wycliffe House Management Group</p>	<p>SSP – 18k (Rev) Voluntary Sector – 2k Total – 20k</p>	<p>30 learning opportunities</p>	<p>30 learning opportunities</p>	
<p>Disability Inclusion Project – development of a strategy to ensure that the disabled become economically active in the Welland economy and contribute to the activities of the Welland SSP, including co-ordination of shopmobility schemes Lead – South Leicestershire CVS</p>	<p>SSP – 18k (Rev) Voluntary sector – 4k Total – 22k</p>	<p>8 jobs created</p>	<p>8 jobs created</p>	<p>10 learning opportunities (non Tier 3)</p>
<p>Jules Project – multi-agency youth orientated project in Oakham Lead – Rutland County Council</p>	<p>SSP – 80k (cap) - 10k (rev) RCC/Connections – 65k Total – 155k</p>	<p>2 jobs created 15 learning opportunities 1 business created 1 additional community facility 30 over 45s receiving information and guidance</p>	<p>1 job created 8 learning opportunities 1 business created 1 additional community facility 15 over 45s receiving information and guidance</p>	

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Climate for Investment

1(b). LINKAGE TO THE 12 STRANDS: STRAND 10 – Tourism and Culture

2. PROJECT TITLE: **TOURISM RESEARCH**

3. PROJECT DESCRIPTION

The Welland Tourism Research Project is intended to provide co-ordinated tourism baseline volume & value statistics, district by district and accumulative as the Welland, and which has hitherto not been available. The project uses locally available data and national sources of visitor data, which are processed by a specialist computer model, The Cambridge. The resulting report would include e.g. employment in tourism figures, visitor spend by type, motivation for visit, number of day trips, staying guests by accommodation type etc.

The Heart of England Tourist Board research department operates this research programme at a competitive rate to its members. Statistics would be based on 2002 data and this Welland project would be one of the first to be actioned by HETB in 2004.

The statistics are vital in planning future marketing activity for the Welland region, giving an insight into the market trends of visitors – where they come from, why they come, where they stay and what they spend on whilst here. The statistics are also valuable for use by economic development departments in attracting new businesses and for proving the value of tourism to an area, for public and private sector awareness.

In emda's draft tourism strategy (10.2 pages 42/43), a need is highlighted for co-ordinated data collection across the region so that it is consistent and comparable. The Cambridge model is seen as the principal approach, until a proposed, more intricate computerised model has been developed over the coming years. This Welland research project therefore supports this recommendation of the draft strategy.

4. LEAD PARTNER Welland Tourism Team

OTHER DELIVERY / FUNDING PARTNERS:

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution		10		
EU funding (specify programme / package)				
Specify Other Public Funding Welland Local Authorities		3		
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING		13		

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
SPECIFY ALL		

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Increased tourism contribution to GDP
Increased visitor spend in region

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Climate for Investment

1(b). LINKAGE TO THE 12 STRANDS: STRAND 10 – Tourism and Culture

2. PROJECT TITLE: **FOXTON LOCKS**

3. PROJECT DESCRIPTION

This project will catalyse the regeneration of the outstanding waterway heritage site at Foxton Locks in Leicestershire. This is a first step in realising its potential to be one of the most significant historical heritage attractions in the East Midlands. This phase (2002-2005) will see vastly improved access to the waterway heritage site at Foxton Locks for all visitors. A variety of work will be undertaken to develop interpretation, regenerate the appearance of the site and improve physical access. This will facilitate a far greater appreciation and enjoyment of the site's industrial heritage. Clearing the foundation of the inclined plane of scrub vegetation and restoring the top arm and bottom basin of the boat lift, together with innovative interpretation, will enable visitors to visualise the boat lift carrying boats between the two canal channels, thus bringing the site to life. Other improvements will be made. . These include improving wheelchair access around the site and using one of the lock-keepers cottages as interpretation centre. A more structured and informative route around the site will greatly enhance public enjoyment of this unique industrial historic landscape that spans both the 19th and 20th centuries. Realisation of this project has been the aim of the Foxton Inclined Plane Trust since it was formed in 1980. The Inclined Plane Trust, while developing the project, formed a good working relationship with Harborough District Council, British Waterways and other bodies. This led to the formation of the Foxton Locks Partnership. All the constituent bodies have supported the full project development and their support will be vital to it achieving success

4.LEAD PARTNER British Waterways Board

OTHER DELIVERY / FUNDING PARTNERS: Harborough District Council, Foxton Locks Partnership.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	150		150	
EU funding (specify programme / package)				
Specify Other Public Funding				
Local Authorities	59		60	
British Waterways	150		70	
Heritage Lottery Fund	400		734	
Specify Private sector funding				
LaFarge (LTCS)	16			
Biffaward	45			
Specify voluntary sector / charitable funding				
TOTAL FUNDING	820		1014	

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	2	2
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Additional visitor spend	£20k/year	£88k/year

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Increased tourism contribution to GDP

Increased visitor spend in region

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: Strand 1 Enterprise

2. PROJECT TITLE: **WELLAND MICRO BUSINESS SUPPORT**

3. PROJECT DESCRIPTION

Phase 1

The Welland SSP Consultative Groups have identified the need for the development and delivery of a gap analysis process to pull together all existing business support information / structures. This would provide a comprehensive map of the Welland area and business support coverage.

Phase 2

Development of project / programme to provide dedicated micro / sme support to access funds, expertise and information.

Business Link will take the leading role within this project, pulling together a suite of support packages / information packages (some existing others to be developed) aimed at the micro / sme market.

These will include but not be limited to:

- Local Business Information
- Company information
- Regulatory Support Information (H&S, Employment legislation, Facilities Management, Environmental information)
- Market Research
- Product Design / New Product Development
- Financial Information support (access, grants, sources of financial help)

4. LEAD PARTNER

OTHER DELIVERY / FUNDING PARTNERS:

Business Link (Lincolnshire, Leicestershire, Northamptonshire)
Welland business Support Organisations

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	40	90	30	100
EU funding (specify programme / package)				
Specify Other Public Funding Business Link		80		100
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	40	170	30	200

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	20	19
Business Created / attracted	10	12
Brownfield land remediated recycled		
Learning Opportunities created	15	
Specify Private sector funding		
SUPPLEMENTARY OUTPUTS		
Businesses engaged	126	248
Businesses increasing their use of ICT	10	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New/retained jobs
Increased business start-ups
Businesses increasing their use of ICT

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 1 Enterprise

2. PROJECT TITLE: **WELLAND BUSINESS NETWORK**

3. PROJECT DESCRIPTION

Establishment of a Welland area virtual business network to provide links to and through business support agencies and their programmes.

The virtual network concept will provide on-line access by businesses in the Welland SSP area to business information, support and advice.

Stage 1– Research / Feasibility study to examine the demand, benefits and potential contribution of a virtual business network to business success in the Welland area.

The study would aim to highlight improved opportunities and access for business through use of a virtual network facility provided by Welland area business support agencies, complimenting and adding value to existing networks.

The research would investigate and report on best practice from other parts of the UK and its relevance to Welland businesses (Yorkshire Forward, East of England)

Production of report and recommendations on Virtual Network demand and market in the Welland area.

Stage 2– Design and development of ICT / web site to provide business agency links, and customer (business) access. (further detailed work required)

Stage 3–Launch of Welland Virtual Network (further detailed work required)

4. LEAD PARTNER Business Link Lincolnshire

OTHER DELIVERY / FUNDING PARTNERS:

Business Link (Lincolnshire, Leicestershire, Northamptonshire
PERA

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	10	25	10	25
EU funding (specify programme / package)				
Specify Other Public Funding Business Link		25		25
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	10	50	10	50

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Businesses engaged	58	232
Businesses increasing their use of ICT	30	60

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New/retained jobs
Increased business start-ups
Businesses increasing their use of ICT

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: - STRAND 1 Enterprise

2. PROJECT TITLE: **IT SUPPORT FOR SMALL BUSINESS**

3. PROJECT DESCRIPTION

The Welland SSP business consultative group has identified a significant gap in the provision of ICT support and training and support to sme's in the Welland area. A two stage / phase project will deliver targeted support for sme's and micro businesses.

Stage 1 / Phase 1

Business Link with partners in the FE sector and private providers will develop and deliver a targeted ICT review package aimed at sme's and micro businesses. The review will be subsidised for sme's and micro businesses This integrated review approach will cover the following areas:

- Hardware specification, asset registration
- Operating system, licence numbers, versions, patches
- Basic machine configuration - are all components functioning?
- Application software and licence numbers
- Security of information - including access control and data back-up
- Security of software media and licences
- Manuals and training aids
- PC set up when new equipment is installed. Is there a standard?
- Staff training, both on going and for new employees - to maximise IT potential and Return on Investment

The ICT review will provide sme's and micro businesses with the confidence to move forward with their systems and start to progress their use of ICT and links to the internet The ICT Review programme will be aiming to deliver to 250 sme's / micro businesses across the Welland SSP area.

Stage 2 / Phase 2

Business Link Lincolnshire and Rutland have been delivering a successful "First Steps into E Business" programme through a planned series of workshops. It is planned that these workshops will be extended through the Welland SSP area, targeting sme's and micro businesses. First Steps into E Business across the Welland will deliver a series of 4 workshops designed to meet small business needs.

1. Making the connection – getting connected and developing your first web site
2. Transforming your web site – creating an effective web site (with search engine listings)
3. Trading electronically – selling products and services on line, including electronic payments
4. Transforming your business – using the internet to work smarter

4.LEAD PARTNER – Business Link

OTHER DELIVERY / FUNDING PARTNERS:
Chambers, Enterprise Agencies, FE Colleges

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution		65		65
EU funding (specify programme / package)				
Specify Other Public Funding Business Link		52.5		60
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING		117.5		125

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Businesses increasing their use of ICT	40	80
Learning opportunities created (non-tier 3)	28	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Businesses increasing their use of ICT

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 – Rural Development

2. PROJECT TITLE: **MARKET TOWNS - PROJECTS**

3. PROJECT DESCRIPTION

A programme for the support of Market Towns to enable the implementation of projects emerging through the Health Check and Action Plans process currently being pursued for Welland market towns. Towns covered will include (but not exclusively) ; Bourne, Deepings, Irthlingborough, Raunds, Oakham, Lutterworth, Broughton Astley.

The programme will be managed by the Welland Partnership directly or devolved to an established sub grouping e.g. Welland Economic Development Managers Group. Town Centre partnerships will bid into the programme for their specific projects.

As an integral part of the programme £25k will be ring-fenced to undertake, via co-operation between market town partnerships, a phased programme of pilot projects within single or multiple towns with a view to Welland-wide rollout, subject to evaluation.

Projects of collective and generic interest across all / most market towns will be identified & focused on e.g. Parking, Promotion, Brown floor use, Retailer Training & business support etc. *Collaboration with the local BL office will be sought in order to provide business support in these towns.* Market towns across the Welland face a range of similar issues and problems, but the capability to trail blaze and all tackle these within a single town simultaneously is often limited by resources in particular the capacity of individual town center coordinator's and their respective partnerships. Hence, different projects will be devised through the collective input of all towns to ensure widest benefit, but piloted in different lead towns. The experiences and outcomes will be evaluated and shared periodically through out and on completion to determine the appropriateness of subsequent Welland-wide rollout for individual projects or initiatives.

A relevant lead partner will manage each pilot within this element of the programme. A regular co-ordination & communication forum for town centre co-ordinators within the Welland will be

4. LEAD PARTNER Welland Partnership of local Authorities

OTHER DELIVERY / FUNDING PARTNERS:

All Welland local Authorities

All Welland Town Centre Partnerships

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	120		450	
EU funding (specify programme / package)				
Specify Other Public Funding	120		450	
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	240		900	

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	10	20
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS Community facilities Floorspace refurbished	2 300 sq m	2 300 sq m

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Increased employment
Increase in business start-ups
Increased visitor spend

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 – Rural Development

2. PROJECT TITLE: **MARKET TOWNS - MANAGEMENT**

3. PROJECT DESCRIPTION

The key role of Town Centre Co-ordinators / Managers has been recognised by emda and the Countryside Agency by their support for these posts under the Market Towns Health Check Programme. However some of these co-ordinator posts (eg the Bourne Town Centre Co-ordinator) do not receive funding from this source and have been supported by emda / Welland SSP matched with funding from other partners. This project proposes that this support should be continued on a match funded basis for the next financial year to increase momentum on town centre projects and to enable linkages with the business community to be built on and consolidated so that the private sector makes an increased contribution to the work of the TCMP and Co-ordinator' costs.

In addition, the Business Ambassador initiative proposed by the Welland SSP Business Consultative Group will provide a key bridge between the TCMPs and the business community to provide support and assistance with innovative developments and business creation opportunities to create a more dynamic business sector and assist the local economy.

It is proposed that local authority partners, with Business Link, will lead a Business Ambassador pilot and ensure synergy with TCMP activity.

4.LEAD PARTNER Welland Partnership of Local Authorities

OTHER DELIVERY / FUNDING PARTNERS:

Business Link

Town Centre Management Partnerships

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution		20		40
EU funding (specify programme / package)				
Specify Other Public Funding Business Link		25		50
Local Authorities		20		40
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING		65		130

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	1	
Business Created / attracted	1	
Brownfield land remediated recycled	56 sq m	
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS Businesses increasing their use of ICT	2	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Increased employment
Increase in business start-ups
Increased visitor spend

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 – Rural Development

2. PROJECT TITLE: **ST MARYS ROAD, MARKET HARBOROUGH**

3. PROJECT DESCRIPTION

The project is to enable a range of short terms implementation activities, which will emerge from the current feasibility study for the St Mary's Road area of the town, funded by the WSSP, to be carried out during the 2004/05 financial year. Whilst the feasibility study has not been concluded yet, preparatory work has highlighted a number of areas where intervention is necessary to pump prime regeneration & to maintain the momentum of the project.

The final nature of specific initiatives will only become clear on completion of the Vision and Action Plan early in 2004. However, at this stage any programme for 2004/05 could be envisaged to be targeted at;

- encouraging the reuse of under-utilised & vacant premises (brown-floor development) for commercial & residential purposes
- encouraging the reuse of vacant sites (brown field development)
- raising the quality of the public realm, building design and maintenance
- extending & improving physical linkages within the project areas

The established Project Steering Group, under the guidance of Harborough District Council and HiT, would oversee the delivery of the project. Day to day management would be apportioned between HDC and HiT.

4. LEAD PARTNER Harborough District Council

OTHER DELIVERY / FUNDING PARTNERS:

Harborough Improvement Team
NatWest Bank
Midland Mainline

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	30			
EU funding (specify programme / package)				
Specify Other Public Funding Harborough District Council	15	15		
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	45	15		

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	2	
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS Floorspace refurbished	50 sq m	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Increased employment
Increase in business start-ups

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 – Rural Development

2. PROJECT TITLE: **THRAPSTON DROP-IN CENTRE**

3. PROJECT DESCRIPTION

As part of the Thrapston Market Town Healthcheck, local secondary school pupils suggested that there was a need for a youth drop in centre in Thrapston to house a number of youth activities and services. The Action Plan arising from the Healthcheck therefore highlighted the need for a Feasibility study. Market Town Project Officers undertook further research and consultation, to establish what sort of centre was needed, whether it would actually be used, the facilities required and transport provision required for young people to access the centre. Additionally, the project officers investigated realistic costing for the centre and identified ways in which it could become self-sustaining after initial funding has ceased. Consultants (Entec) were appointed to identify existing buildings that could be converted/renovated, or brownfield sites that could accommodate a new build facility, and produce an analysis of each site.

The study established that a drop-in centre is needed and that existing buildings/land has the potential to accommodate the centre*. Further investigation is required to assess the most appropriate of the sites identified and further research is needed into construction costs, revenue costs, land availability and conflicts with neighbouring uses.

Subject to an appropriate building being secured for conversion, it is estimated that fitting out costs will amount to around £45,000. Prior to this, funding will be needed to achieve the initial refurbishment and leasehold of the building. If a new build option is pursued (not currently preferred) the costs will need to include land purchase and building construction.

The project will be managed by the Thrapston 2020 Partnership, which includes representatives of the business community and of the Town, District and County Councils.

4. LEAD PARTNER East Northamptonshire Council

OTHER DELIVERY / FUNDING PARTNERS:

Thrapston 20:20 Partnership

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	30			
EU funding (specify programme / package)				
Specify Other Public Funding	8			
Specify Private sector funding	7			
Specify voluntary sector / charitable funding				
TOTAL FUNDING	45			

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
SPECIFY ALL		

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Facilities and access for young people

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 Rural Development

2. PROJECT TITLE: **RINGMASTER**

3. PROJECT DESCRIPTION

The project will provide for a dedicated crime information and intelligence co-ordinator for the Welland Partnership and will build on activity developed through SRB6 Bridging Communities.

This activity allowed for the purchase of “Ringmaster” Computer Systems as part of a measure to increase communications in the rural areas. Ringmaster schemes were established in Melton and in Harborough to complement existing activity in Lincolnshire , Rutland and Northamptonshire.

Effective cross border liason between the three forces covering the Welland area is vital to address the activities of travelling criminals and reduce the fear of crime. A dedicated information and intelligence co-ordinator for the Welland area would enable the opportunities provided by the Ringmaster system to be harnessed more effectively and enable a co-ordinated approach to the effective use of other available media. It would also provide a focus for developing cross border crime reduction and community safety initiatives.

The project proposes the establishment of a full time post of Welland Information and Intelligence Co-ordinator. The person will work from the centrally based Rutland LPU and provide a service to the policing areas covered by the Welland partnership. It is also proposed to recruit a part-time administration support worker. Each police force will be required to provide and install the relevant computer systems and provide the necessary training in their use. The Leicestershire Constabulary will be willing to provide office accommodation at Oakham Police Station. The three police forces will be required to provide increased police officer time. Appointing dedicated staff in Leicestershire and Rutland to service the Ringmaster system will release police staff currently manning the system. The proposal combines the pro-active dissemination of live intelligence and the development of long term community safety initiatives and could be replicated throughout the region.

4.LEAD PARTNER Leicestershire Constabulary

OTHER DELIVERY / FUNDING PARTNERS: Northamptonshire and Lincolnshire Police Forces.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution		30		60
EU funding (specify programme / package)				
Specify Other Public Funding		18		26
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING		48		86

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas) Jobs created	2	
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		

<p>7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES: Community safety</p>
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Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 2 – Enterprising Communities
STRAND 11 – Rural Development

2. PROJECT TITLE: **SOCIAL CAPITAL DEVELOPMENT PROJECT**

3. PROJECT DESCRIPTION

The Social Capital Development Project will build on the foundations laid in the report on the Welland Voluntary Sector published in September 2003. It will be an innovative pilot scheme that aims to bring together community and economic development promoting the growth of both social and economic capital by:

- Linking the existing social capital in rural communities to economic development by the encouragement of social enterprise, sharing community, business and IT facilities, learning and skills development and promoting voluntary activity.
- Encouraging voluntary and community organizations to achieve sustainability through income generation, resource sharing and social enterprise.
- Supporting village communities who have completed appraisals and parish plans to implement their objectives by sustainable means.
- Assessing the level of resources required for infrastructure bodies to roll out the project in each district. Identify sources of match funding through local authorities/LSP's etc.
- Assisting the Voluntary Sector Consultative Group to develop a Compact with Welland SSP.
- Promoting the achievements of the local sector through a twice yearly Welland Newsletter.

The project will support a specific scheme based in Rutland to refurbish unwanted IT equipment to be made available to the community throughout the Welland. It will aim to give support to at least one beacon project in each district and operate in close consultation with Rockingham Rural Revival, Shop Around and Rural Transport Projects and will assist in their implementation where appropriate.

The project will be managed by a sub group of the voluntary sector consultative group. Project workers will be based in named organizations offices and will be supervised by the appropriate chief officer.

4. LEAD PARTNER South Leicestershire CVS

OTHER DELIVERY / FUNDING PARTNERS:

All Welland Voluntary Sector partners

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	30	52	16	150
EU funding (specify programme / package)				
Specify Other Public Funding				
Specify Private sector funding				
Specify voluntary sector / charitable funding		10		20
TOTAL FUNDING	30	62	16	170

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	10	
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
New Social Enterprises	5	
Additional community facilities	2	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New business growth
Reduce deprivation

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 2 – Enterprising Communities
STRAND 11 – Rural Development

2. PROJECT TITLE: **SHOP AROUND**

3. PROJECT DESCRIPTION

This project allows for the roll-out of the East Northamptonshire Pilot project to one or more other Welland District. The project is a partnership between local businesses and residents, Local Authorities, Parish Councils, and Rural Community Councils. The project will be delivered in two phases to develop a sustainable rural services programme aimed at increasing the economic and social vitality of the rural hinterland. This will be achieved through local consultation, questionnaires and one-to-one interviews. Engagement of the local community, including Parish Councils with their detailed knowledge of their local area, will be key to the success of this project. This will involve undertaking a detailed evaluation of the services in rural areas. It will build on the Countryside Agency's Rural Services Survey 2000, which was undertaken to gain a better understanding of the complex and changing picture of service provision in rural England.

A final report on the findings of this research, along with a forward programme to address the key issues identified, will be published, to include:

- baseline information
- needs and issues of rural service providers
- SWOT of current position
- Views of service providers
- Consultation with local community
- Sustainable, forward work programme

Phase two will include actions identified to raise awareness of the support, advice and funding opportunities available to businesses:

- A postal campaign
- Local village events / roadshows
- Website publicity, including Welland Community Portals
- Promotion via local networks

A village network will be created through engagement of local services, the local community and Parish Councils, and if appropriate, a village services co-operative established between local village services, pubs, food outlets and local producers to encourage the purchase of local products.

4. LEAD PARTNER Rural Community Councils

OTHER DELIVERY / FUNDING PARTNERS: Local Authorities, CDAs and Countryside Agency

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution		40		180
EU funding (specify programme / package)				
Specify Other Public Funding		40		180
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING		80		360

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	3	3
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Businesses receiving advice	55	20
Shops assisted with refurbishment	5	3

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New/retained jobs
Support for small businesses

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 2 – Enterprising Communities
STRAND 11 – Rural Development

2. PROJECT TITLE: **ROCKINGHAM RURAL REVIVAL**

3. PROJECT DESCRIPTION

The purpose of this project is to foster the development of community-based and environmental enterprises in East Northamptonshire that will be eligible for matched funding under the LEADER+ programme and that will contribute to good practice in social enterprise support in the wider Welland SSP area. Rockingham Rural Revival (RRR) LEADER+ Programme is a EU funded rural development programme covering north Northamptonshire and managed by the Rockingham Forest Trust and an associated Local Action Group comprising of voluntary and community groups such as Northamptonshire ACRE, public authorities such as East Northamptonshire Council and a minority of private bodies including the NFU.

This sub-programme will operate as a delegated fund managed by the established RRR Local Action Group and Rockingham Forest Trust, with new part-time staff and advisers recruited to promote the scheme, develop capacity amongst communities and advise on full applications. A total of £50,000 is sought in the first year and will be used to contribute to capacity building, small grants and feasibility work. This should attract an estimated £98,000 from LEADER+. It is proposed that the programme should operate in close consultation with the proposed Social Capital Development Project, Shop Around and Rural Transport projects and other Welland voluntary sector groups.

4. LEAD PARTNER Rockingham Forest Trust

OTHER DELIVERY / FUNDING PARTNERS:

Members of the Leader Plus Local Action Group including Northants ACRE, East Northamptonshire Council and many community/voluntary organisations.

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	30	20	200	100
EU funding (specify programme / package) Leader Plus	20	78		300
Specify Other Public Funding				
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	70	78		

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted	2	
Brownfield land remediated recycled		
Learning Opportunities created		
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Additional community facilities Floorspace refurbished	2 100 sq m	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES: Reduce deprivation Increased use of local resources
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Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Employment Learning and Skills

1(b). LINKAGE TO THE 12 STRANDS: STRAND 3 – Employment Learning and Skills

2. PROJECT TITLE: **TRAINING FOR THE FOOD SECTOR - AN EMPLOYMENT OF CHOICE**

3. PROJECT DESCRIPTION

Market research shows that there is a need for workforce development both in the food processing sector as well as in hospitality, for instance in the Stamford area there is a shortage of pub chefs. Companies within the food processing sector report recruitment difficulties and rely heavily on casual labour often with essential skills needs. The project would encompass all aspects of the food sector, from production to presentation, delivering training in colleges as well as on site. There would need to be a significant amount of basic skills also available in the project.

The project would support implementation of training programmes to include Modern Apprenticeships and NVQs so that employees within the food sector are offered training opportunities, recognised qualifications and skills to seek career progression.

Local employers will be contacted and supported in identifying training needs of their workforce (present and planned) and flexible training programmes offered either in the workplace or in the colleges to meet these needs.

The project is concerned with raising the profile of the food sector as an employment of choice and to provide pathways which encourage progression for employees as well as enabling individuals to gain skills and qualifications.

The project will work with East Midlands Food Campus.

4.LEAD PARTNER Stamford College/South Kesteven District Council

OTHER DELIVERY / FUNDING PARTNERS:

Welland Colleges

LSC

Geest Foods

Other food companies

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	8	42	16	84
EU funding (specify programme / package)				
Specify Other Public Funding LSC drawdown		9		27
Specify Private sector funding	10	25	20	5
Specify voluntary sector / charitable funding				
TOTAL FUNDING	18	76	36	117

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created	17	34
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Learning Opportunities (non-Tier3)	25	75
Over 45s receiving information and advice	20	40

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

Improved business performance
Increasing the attractiveness of the food sector as an employer

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Employment Learning and Skills

1(b). LINKAGE TO THE 12 STRANDS: STRAND 1 Enterprise
STRAND 3 Employment Learning and Skills
STRAND 11 Rural Development

2. PROJECT TITLE: **WOMEN INTO ENTERPRISE**

3. PROJECT DESCRIPTION

This project will build on initial research conducted in 2003-4 which will provide analysis of support needs including skills development and develop models of delivery and approaches which will encourage enterprise and self-employment.

The project will facilitate the development of start up companies amongst women in the Welland area. It is anticipated that a proportion of these will be centred around farm businesses where diversification is sought. There will be other women who have specific skills and interests which they wish to turn into a business as well as those who are seeking flexible employment which will fit around family and other commitments.

This will involve the design, development and delivery of training and support to enable women to start and grow their own businesses together with a model which facilitates the roll out of training delivery at strategic locations in the Welland area. Networks will be established where groups of entrepreneurs can exchange ideas, experiences and resources. This will include working in partnership with Business link, Business champions and WIRE. The project will aim to strengthen the capacity of business support services to meet advice needs of women in a flexible manner. Delivery of ICT skills to support enterprise and self-employment will also be considered. The project will consider the value of and work towards establishment of incubator units.

Delivery of both support and skills development will be provided in a way which overcomes traditional barriers of access.

4. LEAD PARTNER: University College Northampton

OTHER DELIVERY / FUNDING PARTNERS:

Brooksby Melton and other Welland Colleges
LSC
Business Link

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
<i>emda</i> contribution	2	78	8	140
EU funding (specify programme / package)				
Specify Other Public Funding Partners " In kind"		25		40
LSC		15		20
Business Link		3		6
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	2	121	8	206

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)		
Business Created / attracted	6	18
Brownfield land remediated recycled		
Learning Opportunities created	18	54
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
No of businesses supported to increase use of ICT	4	
Learning opportunities (non-tier 3)	14	42
Over 45s receiving information and advice	20	40

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New training opportunities
Increased business networks
Increased numbers of women starting up their own business

Schedule 2: Year 1 Project Activity

1(a). MAIN RES DRIVER: Employment Learning and Skills

1(b). LINKAGE TO THE 12 STRANDS: STRAND 3 Learning and Skills
STRAND 6 Economic Growth and the Environment
STRAND 11 Rural Development

2. PROJECT TITLE: **VOCATIONAL TRAINING – TRADES ACADEMY**

3. PROJECT DESCRIPTION

The proposal is to pilot a Trades Academy with Northants SSP to deliver construction skills in East Northants. The intention is to identify suitable premises, refurbish the building to a suitable standard, and establish a training centre to support the development of construction skills in a range of learners based in the rural areas in the East of the County. Current provision is based in urban areas some distance from the proposed catchment area. Public transport is inadequate to meet the needs of learners based in the rural community, so access is limited. The College's have a number of employer contacts in the area, and have received support from them for basing training in a more accessible location. The employers will provide the opportunity for practical skills training to take place on-site, which will enable the learner to gather work-based evidence for NVQ accreditation. Demand for training in construction trades has far outstripped the places available, and Moulton College has established a waiting list of 40 – 50 people who were not offered a place. Evidence from ConneXions suggests that there are significant numbers of young people in the Rushden and Raunds area who are in the NEET group and would welcome the opportunity to be involved in local training. This will be a joint project between Moulton College and Tresham Institute, under the overall direction of the CoVE for construction based at Moulton. Each institution will bring expertise in a range of construction trades, ensuring that training will be available in all the skills currently in short supply in the County. The trades available will be:-Brickwork, Carpentry & Joinery, Plumbing, Electrical Installation, Painting & Decorating, and Wall and Floor Tiling. In addition, specialist courses will provide certification in Fork Lift Truck operation, Dumper Truck operation, excavator training, all leading to CSCS certification. Plumbers will have the opportunity to achieve their ACS in gas fitting. Programmes will be offered Full Time for learners who are not in employment and need the initial skills to find a job, and Day Release and Evenings for adults who are in employment but need to upgrade their skills. Initial assessment will take place to identify the specific training needs of each individual. Individual Training Plans will be written to take each learner through to the most appropriate level. Most will work towards NVQ level 2. Each programme will be supplemented with Key Skills training to improve levels of literacy and numeracy within the learners. The centre will have workshops, classrooms, IT suite, learning resource room, and a refreshment area providing drinks and light meals. A transport network will be established to support access to training. The pilot will demonstrate a pooling of training provision and expertise across partner colleges to meet skill needs which will be replicable. We will use this as a model for other parts of the Welland and we anticipate a similar level of revenue support to achieve this in future years.

4. LEAD PARTNER Tresham Institute

OTHER DELIVERY / FUNDING PARTNERS:
Northants SSP, Moulton College, LSC

5. FUNDING	2004/05		FUTURE YEARS	
	CAP (£000)	REV (£000)	CAP (£000)	REV (£000)
Draft Estimate				
<i>emda</i> contribution				
Northants SSP	119			
Welland SSP	51			
EU funding (specify programme / package)				
Specify Other Public Funding Colleges		301		
Specify Private sector funding				
Specify voluntary sector / charitable funding				
TOTAL FUNDING	170	301		

6. CORE TIER 3 OUTPUTS	2004/05	FUTURE YEARS
Jobs created or safeguarded (Split between UK and overseas)	1	3
Business Created / attracted		
Brownfield land remediated recycled		
Learning Opportunities created	5	
Specify Private sector funding		
SUPPLEMENTARY TIER 3 OUTPUTS		
Over 45s receiving information and advice	20	

7. ASSESSMENT OF CONTRIBUTION TO TIER 2 OUTCOMES:

New training opportunities

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Climate for Investment

1(b). LINKAGE TO THE 12 STRANDS: STRAND 9 ICT

2. ACTIVITY TITLE or THEME: **BROADBAND**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Continuation of Broadband Channel 5 and other Broadband capital projects.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 100k Match 100k

Year 3 – SSP 150k Match 150k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

Businesses increasing their use of ICT

Learning opportunities created

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Climate for Investment

1(b). LINKAGE TO THE 12 STRANDS: STRAND 10 – Tourism and Culture

2. ACTIVITY TITLE or THEME: **TOURISM INITIATIVES**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Continuation of Quality Tourism (tourism grants) and Tourism Marketing programmes.
Development of Food and Drink initiatives.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 330k Match 295k

Year 3 – SSP 330k Match 295k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

Businesses increasing their use of ICT
Learning opportunities created
New/retained jobs
Increased visitor spend

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 1 Enterprise

2. ACTIVITY TITLE or THEME: **BUSINESS SUPPORT**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Continuation of Micro-Business and IT support programmes.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 200k Match 270k

Year 3 – SSP 200k Match 270k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

Learning opportunities created

New/retained jobs

Businesses increasing productivity

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 11 – Rural Development

2. ACTIVITY TITLE or THEME: **MARKET TOWNS**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Funding of town centre projects arising from Town Centre Healthchecks and other initiatives proposed by Town Centre Managers, including completion of the Stamford Gateway project.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 290k Match 400k

Year 3 – SSP 350k Match 350k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

New/retained jobs

Businesses created

Brownfield land remediated

Learning opportunities

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: All Drivers

1(b). LINKAGE TO THE 12 STRANDS: All Strands

2. ACTIVITY TITLE or THEME: **FLAGSHIP PROJECTS**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Development of flagship projects to include Foxton Locks project and possible further projects such as Welland Innovation Centre, Equestrian Centre and Centre for Creative Industries..

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 350k Match 1000k

Year 3 – SSP 500k Match 610k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

New/retained jobs
Businesses created
Brownfield land remediated
Learning opportunities
Increased visitor spend

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 1 Enterprise
STRAND 4 Innovation
STRAND 6 Economic Growth and Environment
STRAND 11 Rural Development

2. ACTIVITY TITLE or THEME: **RURAL INNOVATION**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Continuation of Redundant Rural Buildings grant and support for Renewable energy.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 205k Match 670k

Year 3 – SSP 125k Match 430k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

Brownfield land remediated
New jobs created
Businesses created
New learning opportunities

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Enterprise and Innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 3 Enterprising Communities
STRAND 11 Rural Development

2. ACTIVITY TITLE or THEME: **VOLUNTARY SECTOR AND RURAL SUPPORT**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Continuation of the Community Catalyst Fund, Social Capital Development, Shop Around and Rockingham Rural Revival projects. Conclusion of Wycliffe House, Disability Inclusion and Ringmaster projects.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 458k Match 520k

Year 3 – SSP 448k Match 528k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

New jobs

New businesses

New learning opportunities

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Enterprise and innovation

1(b). LINKAGE TO THE 12 STRANDS: STRAND 1 Enterprise
STRAND 3 Enterprising Communities
STRAND 4 Innovation
STRAND 11 Rural Development

2. ACTIVITY TITLE or THEME: **ACCESS/RESOURCE CENTRES**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Funding support for new access and resource centre proposals throughout the Welland area.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 250k Match 250k

Year 3 – SSP 350k Match 350k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

New jobs
New learning opportunities
New access centres

Schedule 3: Year 2- 3 Proposed Development Activities

1(a). MAIN RES DRIVER: Employment Learning and Skills

1(b). LINKAGE TO THE 12 STRANDS: STRAND 3 Employment Learning and Skills

2. ACTIVITY TITLE or THEME: **TRAINING INITIATIVES**

3. BRIEF DESCRIPTION OF WHAT IS INTENDED TO BE ACHIEVED (INCL TIMESCALES)

Development of Training Initiatives for Farming, the Food Sector, Vocational Training, Training for Women, Workforce Training and others as identified.

4. ADDITIONAL BACKGROUND INFORMATION IF READILY AVAILABLE :

5. INDICATIVE FUNDING SUMMARY (INCLUDING TIMESCALES)

Year 2 – SSP 300k Match 300k

Year 3 – SSP 400k Match 400k

6. SUMMARY OF ANTICIPATED OUTPUTS (INCLUDING TIMESCALES)

New jobs

New learning opportunities

Reserve Projects for 2004-5

Project and Lead Partner	Costs	Main RES Driver Linkage to 12 Strands	Tier 3 Outputs	Other Outputs and Outcomes
Reserve List A				
Broadband Channel 5 – support and training for local firms to access Broadband Lead – Welland Local Authorities	SSP - 85k (Cap) 15k (Rev) Colleges – 15k Public Sector – 10k Other Private Sector – 10k Total – 135k	Climate for Investment Strand 9	Businesses supported to increase use of ICT Training opportunities	
Welland Equestrian Initiative – to develop projects arising from the current baseline study Lead - South Kesteven District Council	SSP – 50k (Cap) Private Sector – 50k Total – 100k	Enterprise and Innovation Strand 1 Strand 10	New/retained jobs Training opportunities	
Melton Rural Advice Centre – continues funding for Rural Advice Centre based in the cattle market Lead – Melton Borough Council	SSP – 10k (Rev) MBC – 10k Other public – 5k Total – 25k	Enterprise and Innovation Strand 1	Business performance New/retained jobs	
Wheels to Work – transport for young people for travel to employment, education and training Lead - Welland Rural Transport	SSP – 25k Other public – 25k Total – 50k	Climate for Investment Strand 8		Improved access to learning Assist young people into employment

Initiative				
Welland Rural Transport – funding of future rural transport projects Lead – Rural Community Councils	SSP – 50k Other public – 50k Total – 100k	Climate for investment Strand 8		
Healthy Living Project – to develop a first line “safety in the home” intervention programme. To develop a healthy walks programme. Lead – Northants PCT	SSP – 30k Other public – 60k Total – 90k	Enterprise and innovation Strand 11	New jobs	Support social inclusion of elderly and disabled Improved partnership working
Small Business Support Unit - funding of manager to run business support unit as part of extension of Construction premises. Lead – Grantham College	SSP – 45k Grantham College – 10k Total – 55k	Employment Learning and Skills Strand 3	Training opportunities New business growth	
Improving Links into Engineering – Start-up manager for COVE project Lead – Grantham College	SSP - 14k Grantham College – 1k Total – 15k	Employment Learning and Skills Strand 3	Training opportunities	
Reserve List B				
Supporting Creative Industries – Improve training facilities, provide dedicated training, business support, incubation units and encourage social enterprise. Lead - Brooksby Melton College	SSP – 80k Private Sector – 10k Other public – 200k Total – 290k	Enterprise and Innovation Strand 1	Training opportunities Business support Business Performance Support use of ICT Brownfield land	Develop social enterprises Improve access to learning Assist young people into employment Assist social inclusion Assist graduate

				retention and employment
River Nene Yarwell Project – improved access and visitor facilities for the river Nene in East Northants Lead –Environment Agency	SSP – 60k Environment Agency 20k Other public – 40k Total – 120k	Enterprise and Innovation Strand 10	New jobs	Increased number of visitors
Training of Basic Skills Tutors – Support increased capacity needs for additional basic skills tutors to deliver essential skills programmes Lead – Grantham College	SSP - 30k Other public – 60k Total - 90k	Employment Learning and Skills Strand 3	Training opportunities	

4 – MANAGEMENT AND EVALUATION

Management of Partnership Infrastructure

- 4.1 The Welland SSP will co-ordinate the resources of the area to promote economic development activity in the sub-region. All local authorities in the Partnership have committed resources to the Partnership and will continue to do so. With our Business Plan prepared and Secretariat in place the Partnership is actively seeking further external funding to add to existing resources.
- 4.2 An independent Secretariat is now fully staffed, comprising the following posts :-
- Director of Operations
 - Programme Manager
 - Business Development Manager
 - Skills and Training Manager
 - Community Development Officer

Each post has responsibility for a specific theme in emda's Regional Economic Strategy (mirrored in the SSP Strategy). The Business Development Officer and Community Development Officer will be responsible for maintaining close links with the business sector and voluntary sector respectively.

- 4.3 South Kesteven District Council is the Accountable Body and a senior member of staff is responsible for overseeing all SSP financial matters. This officer liaises closely with the Director of Operations and the Programme Manager.
- 4.4 The Partnership already has measures in place to deal with conflicts of interest. At meetings of the Board, Consultative Groups and Theme Groups all members are required to declare any interest they have in projects being considered. These interests are then recorded in the minutes of the meetings.

Appraisal and Approval of Projects

- 4.5 Our approach to appraisal follows the advice set out in the DTI's Single Programme Appraisal Guidance (SPAG). The SSP recognises the importance of clearly separating the process of appraisal from that of decision making and final approval. It is particularly important that the wider Partnership plays a part in the process of selecting and recommending projects to the Board.
- 4.6 The process of project development, appraisal and approval we have adopted for our 2004-5 programme has produced a robust and wide-ranging programme and has been accomplished with a broad degree of partnership support. The process of developing projects and discussing these in Consultative Groups has itself served to raise issues of capacity and co-operation which we need to address. Despite the difficult timetable the very process of developing the programme has resulted in significant progress being made in addressing these issues and drawing partners into the process of considering priorities and how they might be addressed.

- 4.7 Our programme of project development for 2004-5 was firmly based on emda's Regional Economic Strategy and our own Economic Strategy produced in 2002. Unlike the process adopted in 2002 we will not be inviting full bids until the Business Plan is submitted to emda in its final form. The process of consideration by the Consultative Groups was based on initial ideas, worked up into Expressions of Interest as appropriate to form a basis for decisions as to priorities. The membership of the Consultative Groups was widened at this stage to bring as many partners as possible into the process of agreeing recommendations as to which projects should proceed. These recommendations were then considered by the SSP Board.
- 4.8 The SSP Board met in September to consider the recommendations of the Consultative Groups and agree the basic structure of the Business Plan. Particular emphasis was placed on the achievement of Tier 3 targets at this stage and some adjustments were made, particularly in the funding allocated to some projects. Generally however the Board endorsed the emphasis and range of projects which had been recommended by the Consultative Groups and proposed the programme set out on pages 22-69.
- 4.9 Following submission of the Business Plan to emda in November 2003 we will invite full bids from all programmes and projects included in the Business Plan. We will also give partners the option of submitting a full bid for projects listed as reserve projects. These bids will be appraised over the period November 2003-January 2004, as far as possible by the Secretariat staff themselves. Staff will be allocated projects by the Programme Manager, who will ensure that the officers involved have no connection with the project or its sponsors. We expect this process of appraisal to be complete by the time emda respond to the Business Plan in January. Projects requiring funding above £100k will be subject to a second appraisal from emda and these will be forwarded by the Secretariat on completion of our initial appraisal.
- 4.10 Approval of projects will be clearly separated from the appraisal process. For projects below £25k the Chief Executive will normally approve projects and, exceptionally the Director of Operations may also approve projects (provided he is not involved in appraising or advocating them). For projects over £25k a panel comprising the Chairman and 2 other Board members will be set up and on approval the projects will be signed off by the Chief Executive.
- 4.11 Formal contracts for service delivery will be issued following emda approval of the Business Plan and a satisfactory outcome to the SPAG appraisal process. We have already developed a standard form of offer letter closely modelled on those issued by emda. Management of contracts will be the responsibility of individual members of the Secretariat (with the guidance of the Director of Operations). They will be responsible for monitoring and evaluating all projects within their assigned theme.
- 4.12 With the Secretariat fully staffed and the Consultative Groups in place we are confident that the process of project submission, evaluation and approval will

operate effectively. However we will continue to review our procedures as necessary and will respond to any issues raised by our partners in this regard. The individual members of the secretariat are expected to play a strong role in encouraging the submission of projects and assisting in bid preparation where appropriate.

- 4.13 The Business Plan itself will be subject to monitoring and evaluation and this process will be co-ordinated by the Director of Operations and the Programme Manager. Regular reports will be submitted to the Board and emda to cover expenditure, confirmation of leverage, outputs achieved, milestones and variations. It will be particularly important to highlight under-achieving projects at an early stage and that appropriate remedial action be taken. We will continue to report monthly to emda regarding progress against actual spend and forecast funding profile.
- 4.14 Emda's involvement in the programme of the SSP will be fully acknowledged and publicised. We will ensure that all lead organisations for individual projects are aware of the need for such acknowledgement and we will make this a requirement in their offer letters.

APPENDICIES

Appendix 1 - Relationship Between Priorities of the Welland Economic Strategy, the Revised Regional Economic Strategy and the Rural Action Plan

The Welland Economic Strategy was based on the 5 drivers of the original Regional Economic Strategy. These are retained here for clarity but will be altered to the 3 drivers of the Revised Regional Economic Strategy “Destination 2010” when the Economic Strategy is reviewed in 2004.

Welland Economic Strategy Priorities	Regional Economic Strategy “Destination 2010” – Key Activities	Rural Action Plan – action points
Learning and Skills		
<p>LS1 - Undertake an audit of skill levels and training requirements with the assistance of local companies</p> <p>LS2 - Develop our rural training programme with a particular emphasis on effective delivery to small businesses and the farming community</p> <p>LS3 - Continue to support innovative approaches to increasing awareness of and access to training in rural areas</p> <p>LS4 - Investigate support measures for smaller companies, with our learning and skills partners</p>	<p>STRAND 3 – Employment Learning and Skills</p> <ul style="list-style-type: none"> • Increase use of ICT as a tool for learning and to increase ICT skills • Increase demand from businesses for improved skills. • Increase demand from individuals for increased skills • Develop comprehensive approaches to employment, learning and skills issues at the community level. • Promote enterprising skills. • Meet skills needs for start-ups and micro businesses of all types. <p>STRAND 11 – Rural Development</p> <ul style="list-style-type: none"> • Provide access to learning and skills for workforce development 	<ul style="list-style-type: none"> • Carry out an audit of skill levels and requirements • Ensure that gaps identified in the audit of skills requirements and training provision are met • Promote the role of IT as a means of providing advice/guidance/information and learning for more learners • Provide access to training for residents and businesses through outreach facilities.

Enterprise and Innovation		
<p>ENT1 – Promote the development of Farmers Markets throughout the Welland area and develop links between existing markets</p> <p>ENT2 – Develop a strong business support network for rural businesses, including advice services; in particular for micro and small businesses</p> <p>ENT3 – Investigate the scope for specific funding for schemes to help farmers to adapt to changing markets and develop new business opportunities</p> <p>ENT4 – Promote business-to-business links and consider the production of a Welland Business Directory</p> <p>ENT5 – Consider the creation of a centrally-located multi-functional innovation centre to serve the local economy</p> <p>ENT6 – Support innovative branding and co-operative marketing approaches for local products, including food products</p>	<p>STRAND 1 – Enterprise</p> <ul style="list-style-type: none"> • Stimulate an enterprise culture • Deliver effective business support to all business communities • Exploit the business opportunities offered through the expansion of the public sector. <p>STRAND 4 – Innovation</p> <ul style="list-style-type: none"> • Foster a culture of innovation <p>STRAND 6 – Economic Growth and the Environment</p> <ul style="list-style-type: none"> • Develop a more resource efficient business culture • Encourage more businesses to develop an environmental management system <p>STRAND 11 – Rural Development</p> <ul style="list-style-type: none"> • Diversify the agricultural base • Raise the profile of regional food • Provide dedicated business advice and support to rural businesses, including agriculture • Support the action plans of the Market Towns. 	

<p>ENT7 – Assist in developing schemes to promote sustainable energy supplies and user chains</p> <p>ENT8 – Support the implementation of projects arising from the current town centre health checks</p> <p>ENT9 – Consider the development of rural resource centres serving clusters of local villages</p> <p>ENT10 – Continue to develop an integrated approach to public service delivery, especially in responding to DTLR requirements for electronic service delivery.</p> <p>ENT11 – Assist local communities to create their own social enterprises especially by provision of specialist advice, support and access to social economy finance.</p>		
<p>ICT Revolution</p>		
<p>ICT1 – Investigate the further development of the Welland On-Line approach to the involvement of local businesses in e-commerce, business to</p>	<p>STRAND 9 – ICT</p> <ul style="list-style-type: none"> • Raise awareness of the benefits of ICT • Deliver high speed ICT access in rural and less accessible areas 	<ul style="list-style-type: none"> • Encourage increased investment in and useage of ICT

<p>business links and recruitment advertising.</p> <p>ICT2 – Consider the extension of the on-line transport information scheme to other parts of the Welland area</p> <p>ICT3 – Set targets for the percentage of firms using various types of electronic services and support projects aimed at achieving these targets</p> <p>ICT4 – Encourage new projects for Broadband provision, including those which pilot new approaches to delivery</p> <p>ICT5 – Increase opportunities for skills development and learning in rural areas.</p> <p>ICT6 – Undertake an audit of existing ICT public access locations and community ICT developments.</p> <p>ICT7 – Encourage and enable local communities to develop web-based initiatives.</p>	<ul style="list-style-type: none"> • Attract ICT literate businesses to the region and support indigenous businesses • Expand eGovernment services. 	
<p>Climate for Investment</p>		

<p>INV1 - Review the Partnership's role in relation to the attraction of inward investment and aftercare work.</p> <p>INV2 - Develop a marketing programme based on the outcome of the current tourism studies, including the testing of new branding approaches.</p> <p>INV3 - Consider a farming tourism/leisure initiative.</p> <p>INV4 - Support projects which highlight the distinctive features of the area and provide an integrated means of promoting these to visitors.</p> <p>INV5 - Form a public/private sector tourism partnership.</p> <p>INV6 - Developing employment sites with the private sector.</p>	<p>STRAND 10 – Tourism and Culture</p> <ul style="list-style-type: none"> • Develop and implement the regional tourism strategy. • Increase the number of visitors sourcing tourism information on-line and tourism businesses trading on-line. • Increase access to and provision of specialist business advice. • Recognise and promote projects that support environmental good practice in the tourism industry. • Develop niche product areas such as ecotourism, cultural tourism and business tourism. • Develop quality initiatives linked to accommodation, food and drink, employment and skills and the provision of information. <p>STRAND 7 – Site Provision and development</p> <ul style="list-style-type: none"> • Provide quality employment sites on previously developed land, where appropriate, in areas of need. 	
Sustainable Communities		
<p>SC1 - Encourage further audits of market towns in the Welland area and</p>	<p>STRAND 3 – Enterprising Communities</p> <ul style="list-style-type: none"> • Support the economic development of 	<ul style="list-style-type: none"> • Maximise the use of the Countryside Agency's village shop and pub

<p>support relevant projects arising from those audits.</p> <p>SC2 - Investigate the potential for shared information and resources in developing town centre action plans.</p> <p>SC3 - Support the development of facilities for young people, including schemes based on innovative management approaches.</p> <p>SC4 - Support the Rockingham Forest Local Action Group in its Leader Plus project.</p> <p>SC5 - Encourage the development of new community transport initiatives, improved information on transport services and the need to integrate links between existing bus and rail routes and other transport links.</p> <p>SC6 – Consider effective ways of assessing service provision and needs at the village/community level.</p> <p>SC7 - Develop a programme of rural learning centres/initiatives to ensure that gaps in local skills and training are filled.</p>	<p>the voluntary sector.</p> <ul style="list-style-type: none"> • Encourage micro and social enterprises to start up and survive. <p>STRAND 8 – Transport</p> <ul style="list-style-type: none"> • Secure public transport improvements in rural areas <p>STRAND 11 – Rural Development</p> <ul style="list-style-type: none"> • Improve the rural physical infrastructure, including transport, housing and workspace. • Retain or enhance service provision accessible to rural residents and businesses. 	<p>development schemes and develop further innovative approaches to the retention and enhancement of village services</p> <ul style="list-style-type: none"> • Develop links with a wide range of public, private and voluntary sector organisations to encourage their involvement in the rural regeneration process • Improve community safety by developing and implementing measures designed to reduce crime, fear of crime and racism in rural areas
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<p>SC8 - Continue to develop the capacity and resources of voluntary organisations to deliver projects within the Welland area and effectively secure funding support</p> <p>SC9 - Develop Community Safety projects including those aimed at dealing with rural and cross-border crime in the Welland area.</p>		
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Appendix 2 – Welland Contribution to Regional Targets

Regional Outcomes	Emda targets	Welland contribution
Increasing wealth and productivity	<ul style="list-style-type: none"> • Maintain trend rate of GDP growth of 2.3% by 2005 and raise to 2.5% by 2010 • Maintain trend rate of GVA growth per capita of 2.0% by 2005 and 2.5% by 2010 • Increase the proportion of individuals considering starting up their own business to 12% by 2005 and 15% by 2010 	<ul style="list-style-type: none"> • All economic proposals relevant to this target
Enterprise	<ul style="list-style-type: none"> • Increase VAT registration rate to within 5 percentage points (32 registrations per 10,000 pop') of GB average by 2005 and 3 percentage points (35 registrations per 10,000 pop') by 2010 • Reduce the gap in VAT registration rates between the most and the least deprived wards by 1% per annum • Increase the proportion of business surviving their first year to 92% by 2005 and to 94% by 2010 	<ul style="list-style-type: none"> • Growth in Broadband availability • Grant support for tourism and small businesses • Welland Development Fund • Grant support for farmers
Enterprising communities	<ul style="list-style-type: none"> • Reduce the regional deprivation gap within the 20% most deprived wards from a multiple of 6.5 to 4 by 2010 • Reduce the proportion of income support claimants to 7% by 2005 and to 5% by 2010 <p>Reduce the number of wards in the East Midlands that are in the lowest quartile of the employment deprivation index to 120 by 2010</p>	<ul style="list-style-type: none"> • None of the Welland's wards fall within the worst 20%
Employment, learning and skills	<ul style="list-style-type: none"> • Increase the regional employment rate to 76.7% by 2005 and to 80% by 2010 • Increase employment in knowledge intensive industries by 40% by 2005 and to 45% by 2010 <p>Increase proportion of:-</p> <ul style="list-style-type: none"> • 85% of 19 year-olds with NVQ 2 or equivalent by 2005 and by 90% by 2010 • 60% of 21 year-olds with NVQ 3 or equivalent by 2005 and 66% by 2010 • 54% of working adults with NVQ3 or equivalent by 2005 and 59% by 2010 • 31% of working-age adults with NVQ 4 or equivalent by 2005 	<ul style="list-style-type: none"> • Support for tourism industry, including development grant scheme • Town centre refurbishment programme • Development fund for micro-businesses • Farmers Business Development Service • Broadband initiatives • Feasibility study into rail cluster • Scheme to assist hard to reach learners • ICT training for farmers • Training for the voluntary sector • Training for tourism businesses • Support for youth training schemes • Creation of new access centres

	and 40% by 2010	
Innovation	<ul style="list-style-type: none"> • Increase business expenditure on R&D (as a percentage of regional GDP) to 1.4% by 2005 and to 1.6% by 2010 • Increase participation in knowledge transfer schemes by 5% per annum 	<ul style="list-style-type: none"> • Support for tourism industry, including development grant scheme • Support for business to increase use of ICT • Grant support to small firms • Broadband schemes • Rail cluster research project • Community Catalyst Fund
International trade and inward investment	<ul style="list-style-type: none"> • 200 new exporters per year, to 2010 • 400 existing exporters to develop into new markets, per year, to 2010 • Increase foreign direct investment year-on-year, to 2010, by 1% above the average growth in the EU as a whole 	<ul style="list-style-type: none"> • Encouragement of high value-added industry at selected locations
Economic growth and the environment	<ul style="list-style-type: none"> • 5% of electricity generated from renewable sources by 2005 and 8.3% by 2010 • 300 new organisations registered to accredited schemes by 2005 and 1,000 by 2010 • 15% reduction in commercial waste to landfill by 2005 (compared with 1998 levels) 	<ul style="list-style-type: none"> • Support for the Renewable Energy scheme
Site provision and development	<ul style="list-style-type: none"> • Provide 50% of new housing on previously developed land and through conversion of existing buildings by 2005 and 55% by 2010 • Provide 60% of new housing on previously developed land and through conversion of existing buildings in line with RPG8 by 2021 	<ul style="list-style-type: none"> • Proposals to re-use vacant land and buildings in market towns and other rural locations
Transport	<ul style="list-style-type: none"> • Increase in the number of freight train journeys, to a minimum of 30 extra trains per day by 2010, in line with RPG • Increase the percentage of the workforce traveling to work by public transport to 8.5% by 2005 and to 10% by 2010 	<ul style="list-style-type: none"> • Support for rural transport schemes
ICT	<ul style="list-style-type: none"> • Increase the number of businesses trading online to 15% by 2005 and to 20% by 2010 	<ul style="list-style-type: none"> • Growth in Broadband availability
Tourism	<ul style="list-style-type: none"> • Increase visitor spend in the region by an average of 1.6% per annum by 2005 and to 2% by 2010 • Increase tourism contribution to GDP by 4.5% by 2010 	<ul style="list-style-type: none"> • Grant scheme for small businesses • Support for tourism, including marketing and training • Support for business to increase use of ICT • Development of tourism cluster
Rural	<ul style="list-style-type: none"> • Indicator areas: East Lindsey; 	<ul style="list-style-type: none"> • Business support network to be

development	West Lindsey; South Holland; High Peak; Bolsover – <i>Baseline and targets to be agreed</i>	<p>established</p> <ul style="list-style-type: none"> • Grant scheme for small businesses • Support for businesses to increase use of ICT • Rural training initiatives • Proposals for rural access centres and innovation centre • Support for rural services • Implementation of proposals from Town Centre Healthchecks • Redundant buildings grants
Urban regeneration	<ul style="list-style-type: none"> • Achieve 4.7% growth in the population of the region's towns and cities by 2010 • Achieve a growth rate in the knowledge intensive industries of 1.5% per annum in towns and cities until 2005 and 1% by 2010 • Increase the economic activity rate in towns and cities to 61.5% by 2005 and 64.5% by 2010 • Increase average weekly earnings in towns and cities to be within 5% of the national average by 2005 and to 2% by 2010 	<ul style="list-style-type: none"> • Proposal to encourage re-use/refurbishment of urban sites. • Studies to encourage release of employment land.

Appendix 3 – SSP Membership

Membership of Consultative Groups and Working Parties

Voluntary Sector Consultative Group

Melton CVS
Voluntary Action Rutland
South Leicestershire CVS
Northamptonshire ACRE
Leicestershire and Rutland Rural Community Council
Lincolnshire Rural Community Council
Rockingham Forest Trust
Stamford VB
Rev D Everett
Lutterworth VB
Lincolnshire Association of Local Councils
Grantham VB

Business Consultative Group

Business Link Lincolnshire and Rutland
EEF East Midlands Association
Rutland On-line
NFU
ADAS
PERA
Wadenhoe Group
Northamptonshire Chamber
Numerica
Greengage Consulting
Andrew Grainger and Co
Stamford Vision
Pedigree Masterfoods
Grantham Chamber of Commerce
East Midlands Training Partnership
Rural Energy Ltd
Stamford Chamber of Trade
East Midlands Federation of Small Businesses
Melton Mowbray Chamber of Trade

Learning and Skills Working Party

Lincolnshire and Rutland LSC
Leicestershire LSC
Northamptonshire LSC
Northamptonshire Lifelong Learning Partnership
Stamford College

Grantham College
Brooksby Melton College
Rutland Lifelong Learning
Tresham Institute
Oundle and Wellingborough Training Group
Rutland College
Lincolnshire and Rutland Business Link
Leicestershire Local Learning Partnership
Lincolnshire Local Learning Partnership

Local Government Consultative Group

Rutland County Council
South Kesteven District Council
Melton Borough Council
Harborough District Council
East Northamptonshire Council
Welland Rural Transport Partnership

Public Services Consultative Group

East Northamptonshire Lifelong Learning
Countryside Agency
Nene Valley Local Health group
Melton, Harborough and Rutland PCT
Leicestershire Constabulary
Muir Group Housing Association
Lincolnshire South West Teaching PCT
University College Northampton
De Montfort University
Rutland On-line
Northamptonshire Constabulary
Connections Lincolnshire and Rutland

Other Partners Committed to the SSP

Northamptonshire and County CVS
Business Link Northamptonshire
Colleges throughout the Welland area
Businesses throughout the Welland area
Town Centre Partnerships
Local Banks and Building Societies
Local Town Councils
Local Chambers of Commerce

**Appendix 4 –
Diagram of Welland
SSP Structure**

